

























TABLE 4. LEAN TOOLS USED

<i>Lean tool</i>	<i>Description</i>
Gemba Walk	It is a practice used in industries that means "going to the gemba". The company has successfully utilized this tool in the IT domain through participation in meetings and observations made during operational activities.
ISHIKAWA	These are problem-solving tools used to identify the root causes of detected waste.
5 Whys	
Pareto	
Brainstorming	This is a technique that was used during the implementation of Lean to discuss its different phases, collect and analyze data.
Visual management	This tool was implemented, on one hand, through the dashboards presented in the solution, consolidating the detected waste and corresponding actions. On the other hand, through color codes allowing visualizing the evolution of each muda.

#### 4 CONCLUSION

Lean IT is a powerful approach that aims to optimize processes, reduce waste, and improve efficiency within the IT industry. In this context, we presented in this study a new practice for identifying and eliminating waste. Through this tool, we discovered that operational process activities can generate multiple forms of waste each day. Since we cannot improve a process without understanding its true problems, the first implicit benefit of this practice is its ability to identify all types of potential waste.

Furthermore, this tool allowed us to apply Lean principles that were not being followed within the company, subsequently improving its performance in terms of eliminating all sources of waste through the continuous improvement cycle of the PDCA principle.

Considering that implementing the Lean approach requires significant time, the new practice facilitated the integration of this approach into the company's processes and helped users adapt to the waste identification and elimination process. As users become more accustomed to the tool's approach, significant values can be derived to assess the effectiveness of the new practice.

In conclusion, Lean IT provides a framework for optimizing IT processes, reducing waste, and delivering greater value to customers. By embracing Lean principles and fostering a culture of continuous improvement, organizations can enhance their competitiveness, improve customer satisfaction, and drive innovation in the dynamic landscape of the IT industry. Moreover, Lean IT promotes a culture of continuous improvement. It encourages organizations to regularly assess their processes, identify areas for enhancement, and implement changes to drive ongoing progress. This culture of continuous improvement fosters innovation, adaptability, and agility within the IT environment.

Despite the numerous benefits, implementing Lean IT can also present challenges. Resistance to change, lack of organizational buy-in, and limited resources can hinder the successful adoption of Lean practices. Overcoming these challenges requires strong leadership, effective communication, and a commitment to training and empowering employees.

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